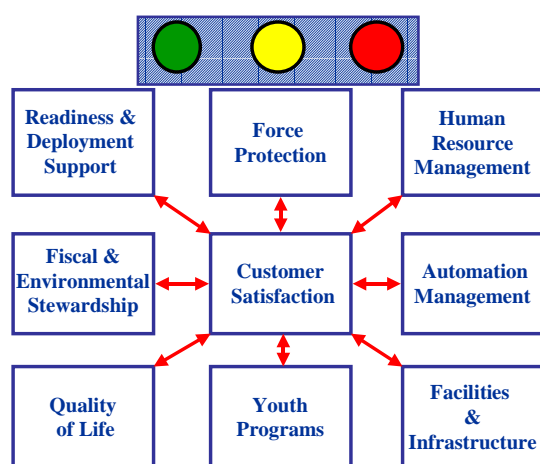


## 4.0 Information and Analysis

Sustaining a system of information collection, analysis, and review that drives organizational performance is a continuous process within the 417<sup>th</sup> Base Support Battalion (BSB). As our Customer requirements and the strategic focus of the Commander and higher headquarters evolve, we have been very successful in developing a system that allows managers to make fact-based decisions, respond quickly to new requirements, and comprehensively and accurately measures performance in all areas of the organization.

**4.1a(1-2)** The 417<sup>th</sup> Base Support Battalion uses the Balanced Business Scorecard (BBS) approach to performance measurement. Briefed on a quarterly basis to the Command and primary staff at the Business Results Brief (BRB), this tool allows the Commander to assess organizational performance in all nine Strategic Areas (Figure 4.1-1).

*417<sup>th</sup> BSB Balanced Business Scorecard*



*Figure 4.1-1*

At the BRB, each Strategic Area is briefed with a color coding where green is greater than 85% of the goal or standard, amber between 70% and 85%, or red if below 70%. Each Strategic Area incorporates between five and 15 individual metrics which were identified by either the Key Process Teams (KPTs) or the Key Support Process Owners (KSPOs) who manage them. These individual measures were selected through the process detailed in Figure 4.1-3. First, stakeholder requirements are defined and improvement objectives and action plans are developed accordingly. Requirements are then translated into metrics, which are prioritized and later weighted according to the degree to which they are indicative of performance in the Strategic Area. Leading indicators generally represent between 25 and 35 percent of the total score, where lagging indicators can be as little as five percent. This approach is illustrated in Figures 7.1-1, 7.2-1, 7.3-1, 7.4-1, 22, 31, 40, 45, and 54.

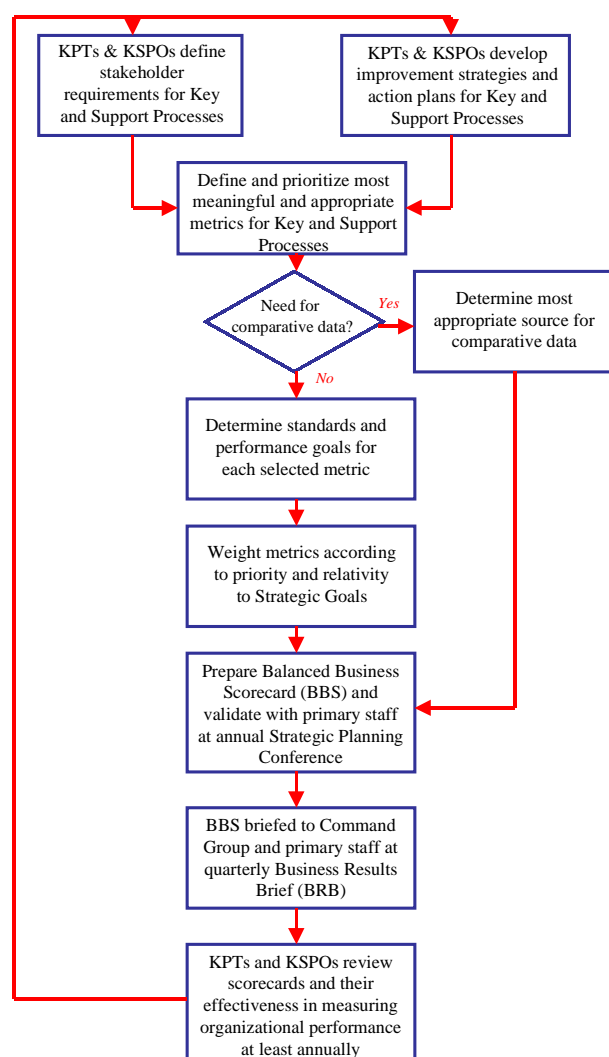
Once this is accomplished, the Command, Systems Team for Analysis and Review (STAR), and primary staff review and validate the scorecards, and then they are briefed quarterly at the BRB. Additionally, KPTs and KSPOs are chartered to evaluate the effectiveness of their scorecards in continuing to measure overall performance within the 417<sup>th</sup> BSB. Recommendations for major revisions are presented

to and approved by the Command and primary staff during the annual Strategic Planning Conference (SPC).

In selecting the metrics and developing the scorecard for each Strategic Area, KPTs and KSPOs consider several criteria:

- Data from past, present, and future projections is included
- Infrequent metrics are supplemented by regular, indirect measures
- There is correlation among all Strategic Areas
- Individual metrics are appropriately weighted (leading and lagging indicators)
- All stakeholders, including internal and external Customers, partners, suppliers, and higher headquarters are covered
- There is a good balance of both outputs and drivers
- Data used measures both daily and overall operational performance

*417<sup>th</sup> BSB Selection of Performance Metrics*



*Figure 4.1-3*

With these criteria met, the 417<sup>th</sup> BSB can ensure the completeness and effectiveness of the balanced scorecard in measuring overall organizational performance. Figure 4.1-2 illustrates the Strategic Areas with most of the metrics that are aggregated to develop the BBS.

## 4.0 Information and Analysis

Strategic Area	Owner	Metric	Primary Stakeholder	Type of Indicator	Output/Driver	Performance Frequency	7.0 Results
Readiness and Deployment Support	Readiness & Force Projection Key Process Team	% Timeliness of Transportation Requests	Higher Headquarters, Tactical Commanders, SMs, Spouses, Parents	Leading	Driver	Daily	7.4-2
		% Timeliness of PDP Requests		Leading	Driver	Daily	7.4-6
		% Units with Family Readiness Groups		Leading	Output	Overall	7.4-7
		% Trained Readiness Groups		Lagging	Output	Overall	7.4-7
		Unmet Child Care Requirements		Leading	Output	Daily	7.4-8
		% CIF Due-Outs		Lagging	Driver	Daily	7.4-3
		TISA Fill Rate		Lagging	Driver	Daily	7.4-4
		Training Range Utilization		Lagging	Output	Overall	7.4-5
		ISR I Quality Ratings for Ranges		Lagging	Output	Overall	7.4-9
		% TASC Requests Filled Locally		Lagging	Driver	Daily	7.4-10
Force Protection	Force Protection Key Process Team	Fitness Center Facility and Program CSI	SMs, Spouses, Tactical Commanders, Higher Headquarters, Youth	Leading	Output	Overall	7.1-20
		On-Time Physical Security Inspections		Lagging	Driver	Daily	7.4-12
		Timeliness of Fire Department Response		Leading	Driver	Daily	7.4-14&15
		Reduction of Workplace Accidents		Lagging	Output	Overall	7.4-18
		Timeliness of Safety Inspections		Lagging	Driver	Daily	7.4-17
		Timeliness of Military Police Response		Leading	Driver	Daily	7.4-16
		JSIVA Project Execution		Lagging	Driver	Overall	7.4-13
		DARE Graduation Rates		Lagging	Output	Overall	7.4-19
		SECURITAS Performance		Lagging	Driver	Daily	7.4-20
		Vulnerable Target Risk Assessments		Lagging	Driver	Overall	7.4-21
Quality of Life	Quality of Life Key Process Team	Customer Satisfaction w/Force Protection	All External Customers	Lagging	Output	Overall	7.1-14
		% of USAREUR QOL Standards Met		Lagging	Output	Overall	7.4-23
		CSI with QOL Facilities and Programs		Leading	Output	Overall	7.1-12&13
		Convenience of CMR Hours		Lagging	Driver	Overall	7.1-19
		Shuttle Bus Ridership		Lagging	Output	Daily	7.4-30
		Increase in Available Leased Housing		Leading	Driver	Overall	7.4-28
		Barrack Renovation to 1+1 Standard		Leading	Output	Overall	7.4-29
		Waiting Time for Private Rental Housing		Leading	Driver	Daily	7.4-25-27
		Quality of Housing on In-Check		Leading	Output	Overall	7.1-18
		Accessibility of Health Care		Lagging	Driver	Overall	7.4-24
Youth Programs	Youth Key Process Team	Certification/Accreditation Status	Parents, Youth	Leading	Output	Overall	7.4-32
		Middle School & Teen Assessment Scores		Leading	Output	Overall	7.4-34
		Unmet Child Care Requirements		Leading	Driver	Daily	7.4-8
		DoDDS Scholastic Achievement Scores		Lagging	Output	Overall	7.4-63
		Summer Hire Completion and Satisfaction		Lagging	Output	Overall	7.4-35
		Effectiveness of Youth Intervention Programs		Lagging	Output	Overall	7.4-37
		Youth Recidivism Rates		Leading	Output	Overall	7.4-38
		CSI with Youth Programs		Leading	Output	Overall	7.1-9
		Participation in Religious Programs		Lagging	Driver	Daily	7.4-36
		Participation in Parent Enrichment Programs		Lagging	Driver	Daily	7.4-39
Customer Satisfaction	ACOE, Customer Service Representative	Customer Satisfaction Survey Results	All External Customers	Leading	Output	Overall	7.1-9-20
		Focus Group Survey Results		Lagging	Output	Overall	7.1-3-8
		Complaints Solved at Lowest Level		Lagging	Driver	Daily	7.1-21
		Customer Contact Requirements Met		Lagging	Driver	Daily	7.1-22
		Comment Card Results		Leading	Output	Daily	7.1-2
		Rates of Positive Referral		Lagging	Driver	Daily	7.1-24
Employee Satisfaction	Human Resources PAT, Human Resources Key Support Process Owner	Customer Competitive Perception	All Internal Customers	Lagging	Driver	Daily	7.1-23
		Employee Climate Survey		Leading	Output	Overall	7.3-3,5,7-10,14
		Workforce Focus Group Results		Leading	Output	Overall	7.3-6
		Complaints Elevated to Command		Lagging	Output	Daily	7.3-11
		Recognition Equitability		Lagging	Driver	Overall	7.3-2
		Hire Lag/Workyear Utilization		Leading	Driver	Daily	7.3-12
Environmental Stewardship	Environmental Key Support Process Owner	Mandatory Training Accomplishment	Commanders Host Nation SMs Spouses Higher Headquarters	Leading	Driver	Overall	7.3-4
		Mystery Information Scores		Lagging	Output	Daily	7.3-13
		Installation Status Report II Results		Leading	Output	Overall	7.4-56
		# of Repeat ECAS Findings		Leading	Output	Overall	7.4-57
		% Trash Recycled		Leading	Output	Overall	7.4-58
		% of Identified Cat I Asbestos Abated		Leading	Driver	Daily	7.4-59
Facilities & Infrastructure	Real Property Key Process Team	% Restoration of Contaminated Sites		Lagging	Driver	Daily	7.4-60
		Hazardous Waste Generation		Lagging	Driver	Daily	7.4-61
		Accomplishment of Pollution Prevention		Lagging	Output	Overall	7.4-62
		Correction of Internal Inspection Findings		Lagging	Output	Daily	7.4-55
		CSI with Real Property/Maintenance Issues	Higher Headquarters, SMs, Spouses Commanders	Leading	Output	Overall	7.1-10
		Service Order Response Rates		Leading	Driver	Daily	7.4-46-48
Automation Management	Automation Key Support Process Team	Between Occupancy Maintenance Rate		Leading	Driver	Overall	7.4-49
		Percentage of Facilities > C-4 Rating		Lagging	Output	Overall	7.4-52
		Customer Feedback on Work Orders		Lagging	Output	Daily	7.4-50
		On-Line Work Orders Submitted		Lagging	Driver	Daily	7.4-51
		Utility Privatization Status		Leading	Output	Overall	7.2-7
Fiscal Stewardship	Fiscal Stewardship Key Support Process Owner	Hardware Upgrade Status	Workforce All External Customers	Leading	Output	Overall	7.4-41
		Network Speed		Lagging	Driver	Overall	7.4-42
		Network Link Failures		Lagging	Output	Daily	7.4-43
		Staff Productivity		Lagging	Driver	Daily	7.4-44
		System Security		Leading	Output	Daily	
Fiscal Stewardship	Fiscal Stewardship Key Support Process Owner	Workyear Utilization	All External and Internal Customers	Leading	Driver	Overall	7.2-10
		OMA, AFH, OSD Budget Execution		Leading	Driver	Daily	7.2-1-4
		CPMC Execution Rates		Lagging	Driver	Daily	7.2-5
		Cost of Utilities		Lagging	Output	Overall	7.2-6
		Cost of Solid Waste Management		Lagging	Output	Overall	7.2-8
		NAF NIBD to Total Revenue		Leading	Output	Daily	7.2-9

**4.1a(3)** The 417<sup>th</sup> BSB leadership recognizes the importance of comparative data in evaluating and improving our operations. With the development of the BBS, we are expanding the use of comparative data for evaluation and improvement of our key processes and programs. Rather than make comparisons to our own performance over time, and United States Army Europe (USAREUR) or Department of the Army (DA) standards alone, KPTs and KSPOs are responsible for identifying the most appropriate source for comparative data within their scorecards. Currently we use comparative data from our sister BSBs, Area Support Group (ASG) averages, and benchmark other Continental United States (CONUS) installations noted for quality in their products and services. Such data helps us identify our strengths and weaknesses and pinpoint promising innovations or best practices used in other locations for study and possible implementation.

Augmenting our approach to the collection and use of comparative data, the 417<sup>th</sup> BSB provided assistance with a 98<sup>th</sup> ASG-wide initiative to develop performance review indicators that are tracked by all BSBs in the footprint. This quarterly analysis, entitled the Army Performance Improvement Criteria (APIC) Information Management System (AIMS), provides us with a valuable and recurring source of competitive comparison data for many of our key and support processes.

**4.1a(4)** With the 417<sup>th</sup> Base Support Battalion's adoption of the APIC in 1995 to guide us in organizational improvement, one of our key focus areas has been to re-engineer the way we measure performance into a tool which is more closely linked to our strategic direction and that provides senior leadership with the information they need to manage by fact. This evaluation is on-going and intricately woven into our Strategic Planning Process (SPP) (Fig 2.1-1). During our annual SPC, the Command and primary staff review, validate, and redefine our strategic direction. With this, KPTs and KSPOs again begin the process illustrated in Figure 4.1-3, using the criteria mentioned in Category 4.1a(1-2) to ensure that our performance measurement system is kept current with business needs and direction. Through this process the system has evolved from tracking data by agency and directorate, to focusing on our nine Strategic Areas. Because cross-functional teams are used to perform this analysis, it brings the entire BSB into alignment and focus on what measures are meaningful and important. Some of the additional improvements that have been made are the exclusion of data from the BRB for which we have exceeded standards over three years time, and data that is not significant to the Strategic Areas. While these measures are still maintained, they are not a critical element of the overall performance measurement system for the 417<sup>th</sup> BSB.

**4.1b(1)** As described in Category 1.1b(1), the 417<sup>th</sup> Base Support Battalion conducts quarterly BRBs as our primary senior leadership analysis. Through the BBS alignment with nine Strategic Areas, we have the foundation of a performance measurement system that addresses the overall health of the organization and results of this analysis are used for organizational planning. Particularly instrumental is the comparison of data for correlation among the individual scorecards. Understanding this linkage that the BBS provides is key to achieving optimal results in all

areas. For example, decreased satisfaction with youth programs may also be reflected in an increase in juvenile crime. In making these comparisons, we are able to identify trends and develop corrective action plans for those that are negative.

**4.1b(2)** Development of the Business Results Brief is a two-way, interdependent process. Functional level program or activity managers and process owners acting as subject matter experts, review and prepare the analysis of the data that the KPTs and KSPOs brief at the BRB. It then becomes the responsibility of the process owner to inform the appropriate subordinate staff when decisions are made during the BRB that change or modify established processes and objectives. This ensures that business results are shared and used as a tool for fact-based decision-making and improvement throughout all levels of the organization. Additionally:

- Directors must meet regularly with the Commander to review their Strategic Goals and current initiatives
- Primary, division, and branch-level staff meet biweekly at Staff Calls and the Executive Steering Committee (ESC) meetings to ensure information flow between management and the Command Group
- Directors meet weekly or biweekly with subordinate staff for information sharing across work units

The communication of information is also imperative as it enables employees to link the results of this analysis to the strategic direction and initiatives of the organization. Therefore, we ensure that this linkage is in place and operative.

Given the geographic dispersion of the 417<sup>th</sup> Base Support Battalion, information sharing across work units and through all levels of the organization is one of our greatest challenges, along with ensuring our employees are able to relate this information to the initiatives of the organization and their particular areas. However, the interdependent process of data collection and review in developing the BRB is one of the many ways we meet that challenge. Other approaches are illustrated in Figure 5.1-3 and explained further in Category 5.1a(1). Command emphasis on the sharing of information is evidenced by the inscription of "Who Else Needs to Know?" painted over the Command Conference Room entrance. It serves as a constant reminder that only through informed participation of all our players can we become the best we can be.

**4.1b(3)** Analysis of performance sets the foundation for organizational planning in the 417<sup>th</sup> Base Support Battalion. Because this analysis is centered on our key and support processes, results can be closely linked to the management and improvement of individual work unit functions. Attention to correlation with key indicators assists us in this process. For example, through the BRB and the Most Efficient Organization (MEO) study we discovered that Customer satisfaction with the housing office and the time it takes to house incoming soldiers and their families seem to be closely linked. For this reason, the Directorate of Public Works (DPW) has consolidated its Between Occupancy Maintenance (BOM) contracts under one contractor in order to more closely monitor the time it takes to prepare quarters for new residents (Figure 7.4-49). The 417<sup>th</sup> BSB data collection and analysis process is progressively evolving as we learn to integrate information from all areas of our organization and to compare ourselves with like installations and businesses.

Through the Strategic Planning Process, and through listening and learning from our internal and external Customers as well as partners and suppliers, we are continuously improving our

## 4.0 Information and Analysis

ability to design metrics that meaningfully measure our performance and our progress toward achieving our Strategic Goals.

**4.2a(1)** Because we are so geographically dispersed, data and information sharing and availability is one of our biggest challenges. To overcome this challenge, the 417<sup>th</sup> BSB has many tools to ensure that the right information is readily available to the staff, partners, and Customers who need it. In addition to e-mail, newsletters, meeting minutes and databases, which provide required information to several users simultaneously, the BSB uses our Web Page as our primary tool for data and information accessibility. Canvassing all major directorates within the organization,

### *Data and Information Accuracy & Reliability*

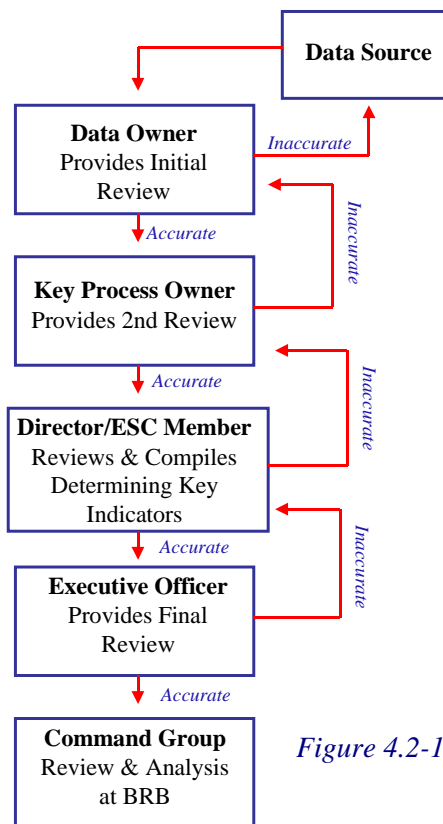


Figure 4.2-1

our Web Site provides such information as current news events, significant dates and schedules, service order status, housing availability, regulatory policy and guidance, Strategic Goals and objectives, planning documents, and key business results from our most recent BRB. The effectiveness of our approach is measured using the Mystery Information Program (See Category 1.1a(1)).

**4.2a(2)** Because the accuracy and reliability of the data for the BRB is a critical factor in management decisions, the review process we use is multi-layered. This process is illustrated in Figure 4.2-1. A practical application of the process is the Directorate of Community Activities' (DCA) financial review. At the end of each month, the DCA Funds Control Branch (FCB) receives preliminary financial statements from the 98<sup>th</sup> ASG Central Accounting Division (CAD). This data is reviewed for accuracy and either sent back to the data source, or forwarded to the process owner, such as a club or Child Development Center (CDC) manager. If the data contains discrepancies, the owner will

return the information to the FCB. If correct, it will be briefed to the director, who in turn extracts key performance indicators and briefs the Executive Officer (XO). The XO then performs a final review of the information before it is presented to the Command Group and the ESC at the BRB.

The 417<sup>th</sup> BSB uses the Defense Information Technology Security Certification and Accreditation Process (DITSCAP) to insure the integrity, security, and confidentiality of data that we use in our daily operations. Driven by the Department of the Army, this process requires BSB-wide certification of all systems based on the following analyses:

- System architectural analysis
- Software design analysis
- Network connection rules compliance analysis
- Integrity analysis of integrated products
- Life cycle management
- Vulnerability assessment
- System management analysis
- Contingency plans
- Risk management review

The Automation Key Process Team is collectively responsible for ensuring that all related requirements are met annually and the "Red Team," comprised of the Commander, Systems Administrator (SA), and the Information Assurance Program Manager conduct random system inspections throughout the course of the year to in order to evaluate and improve upon the effectiveness of this approach.

**4.2a(3), 4.2b(1&2)** All key and support processes of the 417<sup>th</sup> BSB are managed by either Key Process Teams or Key Support Process Owners and their staff (See Categories 6.1 and 6.2). With the adoption of our newest Strategic Goal to "Transform to State-of-the-Art Information Management and Technology," our Commander chartered the Automation Key Process Team, which is comprised of the BSB SA, Information Assurance Officers from all major directorates, the Web Master, and such partners as the 5<sup>th</sup> and 69<sup>th</sup> Signal Battalions. This group is collectively responsible for ensuring that hardware and software systems are reliable, secure and user-friendly and that automation systems and related information availability mechanisms are kept current with the changing needs and direction of our organization. The team conducts monthly planning meetings and meets quarterly at the BRB to review performance results. Using the process illustrated in Figure 2.1-1, the Automation KPT conducts a formal, annual assessment of our Strengths, Weaknesses, Opportunities and Threats (SWOT) using the following criteria:

- Systems'/users' missions and requirements
- Systems vision based on user and Customer requirements
- Ergonomic factors/requirements
- Organizational direction and resource parameters
- Historical systems performance
- Customer feedback
- Operational environment (i.e. connectivity)
- Trends in service requirements

With the results of the SWOT analysis, the team has a clear understanding of our organizational capabilities and a sound platform for the development of improvement strategies and their related metrics. Once established, this Strategic Area is managed, evaluated, and improved, using the process illustrated in

Figure

6.1-4

